Contents

Part I  The Design of Outcome-Based Performance Management Systems in the Public Sector

1  Shifting from Output to Outcome Measurement in Public Administration-Arguments Revisited ................. 3
   Tomi Rajala, Harri Laihonen and Jarmo Vakkuri

2  Organizational Performance in the Italian Health care Sector ....... 25
   Alessandro Spano and Anna Aroni

3  The Iron Law of Unintended Effects, Again? Outcome Measures and Blame-Avoidance. ............................. 45
   Andrea Garlatti, Paolo Fedele and Mario Ianniello

4  Designing Outcome-Based Performance Management Systems to Assess Policies Impacting on Caesarean Section Rate: An Analysis of the Sicilian Maternity Pathway. .................... 63
   Enzo Bivona and Federico Cosenz

Part II  Towards Outcome-Based Performance Management: Experiences and Trends from Different Countries

5  The Scottish Government’s System of Outcome-Based Performance Management: A Case Study of the National Performance Framework and Scotland Performs .......................... 81
   Bobby Mackie

6  Governance Structures and the “(De)Politicization” of Performance Measures ............................... 107
   Henrik P. Minassians and Ravi K. Roy

7  Italian Public Administration Reform: What are the Limits of Financial Performance Measures? ........................ 121
   Paolo Ricci and Renato Civitillo
Part III  Enhancing Governance and Inter-institutional Coordination through Outcome-Based Performance Management

8  Measuring Coordination and Coherence: Assessing Performance Across the Public Sector  ........................................... 143
Carmine Bianchi and B.G. Peters

9  Outcome-Based Performance Management in the Public Sector: What Role for Inter-organizational ICT Networks?  ............. 161
Luca Brusati, Paolo Fedele, Mario Ianniello and Silvia Iacuzzi

10  Disappointing Outcomes: Can Implementation Modeling Help?  .......... 179
I. David Wheat and Eugene Bardach

Part IV  Applying Outcome-Based Performance Management: Experiences from Different Public Sector Domains

11  Evaluation of Innovation Performance in the Public Sector: A Systematic Review of Studies  ........................................... 203
Greta Nasi, Maria Cucciniello and Virginia Degara

12  Measuring the Impact of Training on Public Manager Performance: The Case of Canton Ticino (An Ex-Post Analysis)  ........................................... 225
Andrea Martone, Filippo Sciaroni and Alan Righetti

13  Analysing Corruption: Effects on the Transparency of Public Administrations  ........................................... 251
Isabella Fadda, Paola Paglietti, Elisabetta Reginato and Aldo Pavan

Natalia Aversano, Francesca Manes-Rossi and Paolo Tartaglia-Polcini

15  Performance-Based Funding and Internal Resource Allocation: The Case of Italian Universities  ........................................... 289
Andrea Francesconi and Enrico Guarini

16  Performance Reporting in Italian Public Universities: Activities in Support of Research, Teaching and the “Third Mission”  .... 307
Elisa Bonollo and Mara Zuccardi Merli

17  Performance Management Uses, Outcome Measures and Mechanisms-Based Explanations. The Case of the Judicial Sector  ........................................... 331
Giancarlo Vecchi
18 Performance Management and Evaluation of Large-Scale Events in a Multistakeholder Engagement Perspective: The Case of the Extraordinary Jubilee of Mercy
Marco Meneguzzo, Gloria Fiorani and Rocco Frondizi

Part V Dealing with the Challenges of Outcome-Based Performance Management: Innovative Methods and Tools

19 Performance Benchmarking of School Districts in New York State
Thomas R. Sexton, Christie Comunale, Michael Shane Higuera and Kelly Stickle

20 Efficiency Versus Effectiveness in Hospitals: A Dynamic Simulation Approach
Markus Schwaninger and Johann Klocker

21 Public Policy Design for Climate Change Adaptation: A Dynamic Performance Management Approach to Enhance Resilience
Hugo Herrera

Index
Outcome-Based Performance Management in the Public Sector
Borgonovi, E.; Anessi Pessina, E.; Bianchi, C. (Eds.)
2018, XVI, 448 p. 92 illus., 32 illus. in color., Hardcover
ISBN: 978-3-319-57017-4